



**FEMA**

POSITION TASK BOOK FOR THE POSITION OF

**National Qualification System  
INTELLIGENCE AND INVESTIGATIONS  
SECTION CHIEF (TYPE 1)**

## INTELLIGENCE AND INVESTIGATIONS SECTION CHIEF (TYPE 1)

### 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of Intelligence/Investigations Section Chief and initiate position activities at the appropriate time according to the following behaviors.

#### 1a. Behavior: Understand and comply with NIMS concepts and principles

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
1. Understand scope, roles, responsibilities, jurisdiction, and authority of responding agencies.	E, F, I		

#### 1b. Behavior: Successfully assume the role of Intelligence/Investigations Section Chief and initiate position activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
2. Initiate and maintain section activity log: <ul style="list-style-type: none"> <li>● Complete activity log and use to support a common operating picture</li> <li>● Transfer information to additional documents, positions, and displays</li> </ul>	E, F, I		

#### 1c. Behavior: Gather, update, and apply situational information relevant to the assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
3. Review the Incident Action Plan (IAP), other relevant plans, or Resources Unit records to identify resources assigned: <ul style="list-style-type: none"> <li>● Location and status of assigned resources</li> <li>● Resource identifier, if assigned</li> <li>● Supervisor name and contact information</li> <li>● Location</li> <li>● Assignment</li> <li>● Resource kind, type, and quantity</li> </ul>	E, F, I		

#### 1d. Behavior: Establish effective relationships with relevant personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE

4. Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> <li>● Outgoing incident staff or teams</li> <li>● Local agencies</li> <li>● Hosting unit</li> <li>● Policy group</li> <li>● Public</li> <li>● Supporting agencies</li> </ul>	E, F, I		
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**1e. Behavior: Establish or determine organizational structure, reporting procedures, and chain of command of assigned resources**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
5. Activate section: <ul style="list-style-type: none"> <li>● Establish appropriate section organization and assign staff responsibilities, while maintaining span of control</li> <li>● Ensure availability of appropriate resources</li> <li>● Conduct supporting activities within operational period</li> <li>● Follow protocol for communicating section's daily accomplishments to the Documentation Unit or appropriate personnel</li> <li>● Obtain operational rhythm from supervisor and establish daily briefing/debriefing schedule with assigned personnel</li> <li>● Follow process for resource requests/releases for operational planning purposes</li> <li>● Assign staff, branches, divisions/groups, or units as appropriate</li> <li>● Participate in planning meetings to determine section organization, support tactical assignments, ensure resource support and coordination needs, and identify other considerations for the next operational period</li> </ul>	E, F, I		
6. Keep supervisor and assigned personnel informed of organizational changes: <ul style="list-style-type: none"> <li>● Branch, division, or group mobilization/demobilization</li> <li>● Staff and unit mobilization/demobilization</li> <li>● Any personnel changes</li> </ul>	E, F, I		
7. Supervise and adjust section organization and operations as necessary, based on changes in incident situation and resource status: <ul style="list-style-type: none"> <li>● Maintain common operating picture throughout the section</li> <li>● Provide for functional and geographical supervision as necessary</li> <li>● Ensure effective use and coordination of all assigned resources</li> <li>● Constantly monitor objectives and overall section operations for efficacy and safety</li> </ul>	E, F, I		

<p><b>8.</b> Supervise and adjust section organization and operations based on changes in incident situation and resource status:</p> <ul style="list-style-type: none"><li>● Maintain common operating picture throughout the section</li><li>● Provide for functional and geographical supervision as necessary</li><li>● Ensure effective use and coordination of all assigned resources</li><li>● Constantly monitor objectives and overall section operations for efficacy and safety</li></ul>	E, F, I		
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## 2. Competency: Communicate effectively

*Description:* Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

### 2a. Behavior: Ensure the exchange of relevant information during briefings and debriefings

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
9. Effectively communicate options, considerations, and recommendations during briefings.	E, F, I		
10. Prepare for and participate in briefings with other sections, branches, divisions/groups, units, and incident staff: <ul style="list-style-type: none"> <li>• Share and evaluate information with section members</li> <li>• Identify safety hazards and mitigation strategies with the Safety Officer</li> <li>• Maintain quality updates for Public Information Officer (PIO)</li> </ul>	E, F, I		
11. Schedule and conduct daily briefings to assigned personnel: <ul style="list-style-type: none"> <li>• Inform identified meeting attendees of time, location, and information they should provide for the meeting</li> <li>• Define objectives, agenda, and time expectations</li> <li>• Post meeting agenda at appropriate locations</li> <li>• Make arrangements for documentation and recording of applicable information</li> <li>• Resolve concerns and conflicts</li> </ul>	E, F, I		

### 2b. Behavior: Ensure documentation is complete and disposition is appropriate

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
12. Ensure incident documentation and administrative requirements are complete, according to the supervisor's direction: <ul style="list-style-type: none"> <li>• Submit incident narrative to supervisor</li> <li>• Complete and submit activity log to Documentation Unit or appropriate personnel for each operational period</li> <li>• Ensure all personnel and equipment time records are complete and submitted at the end of each operational period</li> </ul>	E, F, I		
13. Ensure process is in place to review items and classify as appropriate (such as "For Official Use Only" or "Classified").	C, E, F, I		

### 2c. Behavior: Communicate incident priorities and operations

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
14. Communicate priorities and objectives and any changes throughout the section: <ul style="list-style-type: none"> <li>• Maintain common operating picture throughout the section</li> </ul>	E, F, I		

<b>15.</b> Monitor section support status and develop alternate strategies to meet incident objectives: <ul style="list-style-type: none"> <li>● Advise assigned staff of significant changes that may affect them</li> </ul>	E, F, I		
<b>16.</b> Report unexpected occurrences (such as injuries, illnesses, accidents, political contacts, property loss or damage): <ul style="list-style-type: none"> <li>● Ensure standard information contains nature of event, location, magnitude, personnel involved, initial action taken, and appropriate subsequent action</li> <li>● Ensure the protection of Personally Identifiable Information (PII) while reporting</li> </ul>	E, F, I		
<b>17.</b> Update supervisor on current accomplishments or problems and complete incident forms as necessary	E, F, I		

**2d. Behavior: Develop and implement plans**

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>18.</b> Ensure the I/I staff provide appropriate input to assist in developing the I/I portion of the IAP.	E, F, I		
<b>19.</b> Participate in preparation of the IAP and planning meeting for the next operational period: <ul style="list-style-type: none"> <li>● Update section on current situation</li> <li>● Assist in determining priorities for next operational period(s)</li> <li>● Determine tasks and work assignments for next operational period(s)</li> <li>● Advise on current capabilities and limitations</li> <li>● Determine resource needs or excess</li> </ul>	E, F, I		
<b>20.</b> Participate in the preparation of other necessary relevant plans for section: <ul style="list-style-type: none"> <li>● Demobilization plan</li> <li>● Evacuation plan</li> <li>● Continuity of Operations (COOP) plan</li> </ul>	E, F, I		
<b>21.</b> Prepare for and participate in the meetings and briefings in the planning process.	E, F, I		

### 3. Competency: Ensure completion of assigned actions to meet identified objectives

*Description:* Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established timeframe.

#### 3a. Behavior: Execute assigned tasks, assess progress, and make necessary adjustments

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
22. Ensure that assigned tasks and expectations for the operational period are reasonable and accurate.	E, F, I		
23. Ensure that the work completed is consistent with direction, policy, and incident objectives: <ul style="list-style-type: none"> <li>• Supervisor's direction</li> <li>• IAP goals and objectives</li> <li>• Operational period command emphasis</li> <li>• Other planning goals and objectives</li> </ul>	E, F, I		
24. Hold personnel accountable for the execution of assigned tasks	E, F, I		
25. Make appropriate decisions based on analyzed and validated information: <ul style="list-style-type: none"> <li>• Make adjustments in response to new information, changing conditions, or unexpected obstacles</li> </ul>	E, F, I		
26. Manage information postings and respond to requests for assistance.	E, F, I		

#### 3b. Behavior: Establish Intelligence/Investigations Section requirements to meet incident strategies and objectives

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
27. Activate one or more groups if necessary.	E, F, I		
28. Confirm that resources initially responding directly to the incident or operations/coordination, as well as those subsequently requested, are: <ul style="list-style-type: none"> <li>• Immediately identified</li> <li>• Checked in</li> <li>• Briefed regarding the incident, particularly the intelligence/investigations aspects</li> <li>• Properly equipped</li> <li>• Appropriately organized</li> <li>• Assigned appropriate intelligence/investigations tasks</li> </ul>	E, F, I		
29. Designate one or more Deputy Intelligence/Investigations Section Chiefs, if necessary.	E, F, I		
30. Ensure investigative personnel are available, and that staff properly distribute, maintain, safeguard, store, and return resources.	E, F, I		
31. Ensure that I/I Section staff obtain required audio, data, image, and text communications equipment. Ensure staff implements correct communications procedures.	E, F, I		
32. Obtain a comprehensive briefing regarding the incident from Incident Commander (IC).	E, F, I		

**3c. Behavior: Supervise Intelligence/Investigations Section operations**

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>33.</b> Analyze incident or planned event-related information and data, evaluate the current situation, and estimate the potential future situation.	E, F, I		
<b>34.</b> Confer with the other Command and General Staff throughout all relevant intelligence/investigations activities, ensuring that procedures are in place to prevent <ul style="list-style-type: none"> <li>• Interference with intelligence/investigations activities</li> <li>• Disturbance of known or suspected crime scenes or investigative scenes</li> </ul>	E, F, I		
<b>35.</b> Confer with the Planning Section regarding: <ul style="list-style-type: none"> <li>• Planning functions and activities</li> <li>• The intelligence/investigations aspects and components of the IAP</li> <li>• The intelligence/investigations aspects and components of the Demobilization Plan</li> <li>• Documentation and records management procedures, measures, and activities</li> </ul>	E, F, I		
<b>36.</b> Coordinate with the appropriate governmental agencies, nongovernmental organizations, and the private sector: <ul style="list-style-type: none"> <li>• Information collection</li> <li>• Coordination of response activities</li> <li>• Infrastructure protection</li> </ul>	E, F, I		
<b>37.</b> Coordinate with the Public Information Officer to ensure that public information-related activities do not violate or compromise operational security.	E, F, I		
<b>38.</b> Determine the resource needs for one or more operational periods and request the necessary operational and support resources—based on the current situation and potential future situation	E, F, I		
<b>39.</b> Direct and support missing persons and mass fatality investigations.	E, F, I		
<b>40.</b> Ensure that staff implement proper procedures, measures, and activities to secure audio, data, image, and text communications throughout the organization.	E, F, I		
<b>41.</b> Establish and implement appropriate protocols to guide the handling of sensitive and classified information.	E, F, I		
<b>42.</b> Maximize situational awareness and develop an accurate common operating picture.	E, F, I		
<b>43.</b> Prepare and implement an incident-specific Communications Plan as necessary, particularly if secure communications systems protocols are appropriate.	E, F, I		
<b>44.</b> Provide a continuous flow of intelligence to officials to assist in developing a depiction of evolving threats or hazards.	E, F, I		
<b>45.</b> Schedule and conduct regular meetings and briefings with all of the Deputy Intelligence/Investigations Section Chiefs, Group Supervisors, Managers, and Coordinators to review current intelligence/investigations status and progress	E, F, I		



**3d. Behavior: Transfer position duties while ensuring continuity of authority and knowledge and while taking into account the increasing or decreasing incident complexity**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>46.</b> Complete all necessary reports and narratives to common standards prior to turnover in the following instances: <ul style="list-style-type: none"> <li>• Shift change</li> <li>• End of operational period</li> <li>• Reassignment</li> <li>• Demobilization</li> </ul>	E, F, I		
<b>47.</b> Coordinate an efficient transfer of position duties when mobilizing/demobilizing resources: <ul style="list-style-type: none"> <li>• Inform assigned personnel and supervisor</li> <li>• Communicate with incoming personnel regarding when and where transition of positions will occur</li> <li>• Conduct transition effectively</li> <li>• Document follow-up action and submit to agency representative</li> </ul>	E, F, I		
<b>48.</b> Coordinate with agencies about transfer of intelligence/investigations processes back to the Authority Having Jurisdiction (AHJ).	E, F, I		

**3e. Behavior: Plan for demobilization and ensure staff follow demobilization procedures**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>49.</b> Assist in development, approval, and implementation of demobilization plan: <ul style="list-style-type: none"> <li>• Coordinate with supervisor during development and implementation</li> <li>• Coordinate with appropriate partners regarding demobilization procedures</li> <li>• Coordinate section needs and responsibilities</li> <li>• Provide information to supervisor to assist with decisions on release priorities</li> </ul>	E, F, I		
<b>50.</b> Complete process for demobilizing section responsibilities: <ul style="list-style-type: none"> <li>• Reinforce emphasis on safety and accountability during this phase of the operations</li> <li>• Brief section on demobilization responsibilities</li> <li>• Ensure all section units demobilize in a timely and complete manner</li> <li>• Brief replacement</li> </ul>	E, F, I		
<b>51.</b> Reinforce emphasis on safety and accountability during this phase of the operations <ul style="list-style-type: none"> <li>• Brief section on demobilization responsibilities</li> <li>• Ensure all section units demobilize in a timely and complete manner</li> <li>• Brief replacement</li> </ul>	E, F, I		

#### 4. Competency: Lead assigned personnel

*Description:* Influence, lead, and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

##### 4a. Behavior: Model leadership values and principles

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>52.</b> Exhibit principles of duty, respect, and integrity: <ul style="list-style-type: none"> <li>• Be proficient in the job, both technically and as a leader</li> <li>• Make sound and timely decisions</li> <li>• Supervise staff to ensure understanding and accomplishment of duties and tasks</li> <li>• Train and mentor assigned subordinates</li> <li>• Keep assigned personnel informed</li> <li>• Seek and accept responsibility for actions</li> </ul>	E, F, I, J		

##### 4b. Behavior: Ensure the health, safety, welfare, and accountability of assigned personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>53.</b> Ensure accountability of all personnel: <ul style="list-style-type: none"> <li>• Coordinate with assigned personnel to conduct personnel accountability checks</li> <li>• Validate accountability with supervisor</li> </ul>	E, F, I		

##### 4c. Behavior: Establish work assignments and performance expectations, monitor performance, and provide feedback

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>54.</b> Evaluate the performance of assigned personnel and ensure that staff: <ul style="list-style-type: none"> <li>• Implement assigned portions of the IAP</li> <li>• Order and assign resources within the section</li> <li>• Report on the progress or control of section operations</li> <li>• Report on status of resources within the section</li> </ul>	E, F, I, T		
<b>55.</b> Periodically evaluate personnel status and operational needs to determine whether personnel assignments are appropriate: <ul style="list-style-type: none"> <li>• Determine kind and number of personnel necessary for section operations</li> <li>• Provide single personnel or teams depending on the needs of the Branch Directors, Division/Group Supervisors and Unit Leaders</li> <li>• Provide for functional and geographical supervision as necessary</li> </ul>	E, F, I		
<b>56.</b> Prioritize work within the section, while taking into account immediate support for incident operations.	E, F, I		

##### 4d. Behavior: Coordinate interdependent activities

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>57.</b> Confer with the Logistics Section regarding communications system, guidelines, constraints, and protocols.	E, F, I		
<b>58.</b> Coordinate and support the investigative effort off-site, including the prevention and deterrence of additional criminal activity, incidents, or attacks.	E, F, I		
<b>59.</b> Coordinate with assigned personnel and give supervisor a list of excess resources: <ul style="list-style-type: none"> <li>• List may include:</li> <li>• o Kind and type</li> <li>• o Quantity</li> <li>• o Time/date of available release</li> <li>• Review the list daily for accuracy, ensuring all branches/divisions/groups and units/staff demobilize in a timely and complete manner</li> </ul>	E, F, I		
<b>60.</b> Coordinate with other appropriate personnel: <ul style="list-style-type: none"> <li>• Receive and transmit current and accurate information</li> <li>• Communicate changes to the IAP or relevant plans</li> <li>• Inform appropriate team members of significant changes in operations</li> <li>• Ensure supervisor is aware of all changes in status of resources assigned to the operation and keep status current</li> <li>• Provide supervisor with operational status for Incident Status Summary and situation reports</li> </ul>	E, F, I		
<b>61.</b> Coordinate with the Logistics Section regarding the preparation of the intelligence/investigations component of the Communications Plan	E, F, I		
<b>62.</b> Ensure effective use and coordination of all assigned resources: <ul style="list-style-type: none"> <li>• Conduct briefing and debriefing with assigned personnel and supervisor between operational periods</li> </ul>	E, F, I		